

MEMORANDUM FOR:

DD/NFA



The two attachments speak for themselves. We seem to be making a little progress, but it's clear that we did the right thing in the personnel changes.



Richard Lehman  
C/NIC

Attachments

Date 9 February 1981

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## THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

NFAC #454-81/1  
30 January 1981MEMORANDUM FOR: Hal Ford  
Acting Chairman, NICFROM : Robert M. Gates  
National Intelligence Officer for USSR-EESUBJECT : SNIE 12.6-81 -- Poland's Prospects Over the Next Six Months 25X1

1. We have received concurrence on the attached draft of the Polish SNIE from all NFIB principals. It is, therefore, ready for the DCI's review and approval and subsequent publication.

25X1

2. We understand that Bruce Clarke can give approval in the DCI's absence. It is important that the SNIE be published and distributed on Monday or Tuesday, 2 or 3 February, in view of fast-breaking events in Poland.

25X1

3. This is a good estimate. Its conclusions are sufficiently clear to be helpful to policymakers. There are places, however, where the text and the judgments have succumbed to excessive qualification. We attempted in the coordination process to sharpen judgments and to draw out various agencies in articulating key analytical differences. We offered and even encouraged use of the alternative text option. The agency representatives, however, shunned this effort to obtain clean judgments and explicit differences of view. I believe the representatives are reluctant on their own authority to opt for alternative text out of fear that they will encounter differences both from their agency colleagues and agency principals. This means that the dominant force in the coordination process is the urge to consensus by qualification of judgments and the papering over of genuine disagreements. This is done by professional meeting goers by assenting to the draft with the addition of "only one or two caveats" in order "to be helpful."

25X1

4. I think we have held this to a minimum in the Polish SNIE, but it is a problem that we ought to address  next month. It gets to the heart of our business and our ability to render clear, unambiguous estimates and clearly identified differences on substance.

25X1

25X1

Robert M. Gates

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25X1

~~Do~~  
RL

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2 February 1981

NOTE FOR: Robert M. Gates  
NIO/USSR-EE

FROM :   
C/OPA/USSR-EE

25X1

It seems to me that:

1. SNIE 12.6-81 actually says something.
2. It contains no footnotes or dissents.
3. To get to that point it needed two meetings, so two meetings were wisely held.
4.  deserves a lot of credit.

25X1

25X1

*Bob - Couldn't have said it better myself. RG.*

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